

THE ROLE OF CORE COMPETENCIES IN ACHIEVING THE COMPETITIVE ADVANTAGE: EVIDENCE FROM BANKING SECTOR IN IRAQ KURDISTAN REGION ERBIL

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Abstract

This study aims to reveal the relationship and effect of the core competencies represented by (the organizational learning, technology management, and the human capital) in achieving the competitive advantage represented by (cost, quality, speed, and innovation). The study problem has been identified in a number of queries related to the relationship between the independent variables, represented by core competencies, and the dependent variables represented by the competitive advantage for which a hypothetical model has been developed to represent the study hypotheses. Questionnaire was adopted as a main instrument to get data. The analytical descriptive approach has been adopted where the main and secondary variables can be described in addition to analyzing the relationship between them. The study took the descriptive analytical method, the variables and the dimensions of the study have been described. Sample of the study is represented by (40) private banks from the total of (43) banks it has been founded since (2008) with (207) managers have been selected. 207 questionnaires form were distributed to all managers in the banks and all valid form have been restored for analyzing relationships, impacts and contrast analyzed using SPSS V.18. On the basis of empirical findings, study reached a number of conclusions the most important ones there is positive significant correlation between the core competencies and competitive advantage.

Keywords: Core competencies, competitive advantage, technology management, human capital, private bank sector

INTRODUCTION

Business world nowadays witnesses a lot of developments and events in all administrable and financial aspects which affect organizations in general and specially the bank sector. Particularly these organizations are facing challenges and obstacles and in particular those organizations which pursue to attain the competitive advantage and the superiority in one or more of competition fields. As a result banks have been obligated to cope with these changes and to adapt with them, especially the complicated dynamic changes, by employing and investing their available core competencies since they represent an important part of their internal environment and a base of their distinguish in a world dominated by sever competition.

The core competencies have main dimensions represented by the organizational learning which denotes the continuous change in employees' behavior resulting from experience, and represents the process through which individuals gain skills and expertise. The technology administration represents another dimension of the core competencies which includes knowledge, scientific and practical expertise in technology field and how it can be invested in offering new services in developing the quality of present services. The human capital is the most important dimension of the core competencies since it is one of the important resources to generate the competitive advantage and it represents the bank true wealth.

From other side, the competitive advantage has become one of the subjects which gains a great deal of attention in administrative thinking literatures and in recent studies and researches because of its importance to attain the administrative development to raise performance level and the ability of banks to participate strategically in achieving their visions and goals represented by profitability , surviving and durability in business world through their superiority in offering services with high quality and competitive cost and right delivery time.

The study problem

Many years ago large developments happened in philosophical visions and thoughts, through which banks administrations see their performance efficiency ,as a result of globalization effects, international changes, sever competition and environmental changes for which these banks started to employee their core competencies represented by the organizational learning, technology management, and the human capital in orienting their processes and activities on the basis of efficient integrity which those competencies participate in achieving distinguish either in quality of bank services or their costs or the delivery times.

Based on above, the study problem represented by identifying the core competencies and their relationship with competitive advantage by asking the following queries:-

1. Do the researched banks have one or more of the core competencies?

2. What are the levels of the core competencies dimensions in the banks under study?
3. Is there any competitive advantage in researched banks?
4. What are the levels of the competitive advantage in the banks under study?
5. Is there a relationship between core competencies and competitive advantage?
6. Do the core competencies lead to competitive advantage in researched banks?
7. Do the opinions of the researched banks managers related to core competencies and competitive advantage differ according to the difference in their personal characteristics?

Research objectives

1. Clarifying the main concepts of the core competencies and competitive advantage and formalizing them in theoretical and philosophical framework explaining the nature of the relationship of the effect and connection between the core competencies and competitive advantage in the banks under study.
2. Constructing hypothetical model capable of testing the study hypotheses.
3. Realizing the levels of the core competencies of the banks under study and verifying the extent of their participation in achieving the competitive advantage.
4. Revealing the differences in responses of the researched bank managers towards the core competencies and competitive advantage on the basis of their personal characteristics.

The study importance

The importance of the study is due to the importance of the researched variables since the subject of the core competencies and competitive advantage has become one of the important subjects in administrative thinking which withdraws the attention of the researchers and studiers in the fields of financial and bank sciences. The importance of the study can be identified as in the following-

1. The importance of the banks in the researched sectors since they represent one of the most important business organizations which were able to exist in accelerated environmental circumstances and changes and responded to them, as a result this study adds an economic importance to enable the banks to offer distinguished and updated services.
2. Displaying concepts and opinions about the role of the core competencies in achieving the competitive advantage.
3. The need of the private sector banks in Erbil city to realize theoretical concepts and practical practices of the study variables and subsequences benefits.

4. Attaining the results of the connection and effect relationships between study variables which will provide sufficient information for bank managers about the most and least effect, and the strongest and weakest connection aspects.
5. The modernity of the subject, multiplicity of its incomes and overlapping of its relationships may provide an opportunity for the humble addition and modernization made by the researcher.
6. The practical importance of the study is represented in offering humble participation for the benefits of private sector banks in Erbil city regarding the achievement of the competitive advantage through the provided core competencies.

Reasons of choosing banking sector in the region

-Developments in the city of Erbil where it has been attracting major companies in various fields which requires the presence of many private banks to be able to carry out their work of these companies. Secondly, high competition between the public sector banks and private sector banks on one hand and competitions among private sector banks with each other and the inflow and outflow of money as a result of the remittances. Also the continued operation of these banks despite of the economic crises, which passes by the province and performance work efficiently. and urbanization and extract in the ground by the major oil companies operating in the region and taken in the city of Erbil based on home offices that require interest in this sector effectively. And importance of maturity banking service compared to other economic sectors. Then enjoy the privacy of the banking industry in terms of quality of service provided and the accuracy and maintaining the confidentiality of information relating to the customer as well as they relate to the technological development quotient.

The importance of banking sector in the region

- The establishment of banks to accept deposits for the purposes of specific by depositors. And
- granting loans for companies' investment. The establishment of conduct of remittances and open documentary credits for customers. Issuance of letters of guarantee and using technological advanced banking devices such as ATM, visa card, Master card.
- To facilitate productive use of surpluses to generate employment and promoting economic welfare, and also motivating people for saving forever and providing risk-free income for depositors-

The role of the banking sector in the region

Private Banks contribute to the revitalization of work banking such as open dependence document and issuance of letters between the Kurdistan Region and foreign companies.

The need of the private sector banks in Erbil city to realize theoretical concepts and practical practices of the study variables and subsequences' benefits. The banks are important in the research sector since they represent one of the most important business organizations which were able to exist in accelerated environmental circumstances and changes and responded to them; As a result this study adds an economic importance to enable the banks to offer distinguished and updated services.

LITERATURE REVIEW

Kak and Sushil (2002) study theory about sustainable competitive advantage with core competencies. After the study revealed that the core competencies are an important source of competitive advantage for the investor and the most important sources of core competencies is to focus on organizational learning, strategic flexibility, effective technology and importance of human capital management. Kak (2004) case study on strategic management, core capabilities and flexibility of small-sized companies in the pharmaceutical sector showed the importance of organizational learning in core capabilities' development and company's flexibility in formulating new strategy and focusing on the task by adopting core capabilities. Hussain and his colleagues (2006) study on the core competencies in manufacturing companies showed that estimators can invest in achieving the success of small Directors, the core capabilities can achieve financial saving, business expansion, performance of employees, supply chain and service -based value management. Chan (2006) study on core competencies and performance management of (59) estimators in the Canadian public libraries revealed that only six public libraries focused on the personality, analytical, technological planning and innovative skills of customer service; public libraries' managers depend on core capabilities' performance. Tai (2007) studied the diagnosis of core competencies in NGO by using a questionnaire addressed to 54 respondents: 26 doctors of Baghdad Hospital and 28 officials working in battery industry, which showed significant differences in the presence of core competencies in the two organizations. Ljungquist (2008) did a case study about the diagnosis of the core components associated estimators for a sample of carriers after a correlation analysis revealed that the resources and capabilities and abilities are all linked to the competencies and core capabilities and abilities are linked to the core competencies directly. Shaykhli and Kubaisi (2011) analyzed the knowledge management strategies role in building core capabilities: A research on 72 directors of Financial Office Control in Iraq showed an important codification in core competencies concerning individual strategic relationship, strategic relationship customization and implementation of estimator's core. Shammari (2011) survey on environmental monitoring and competitive intelligence and their impact by taking opinions of (75) members of Karbala Cement Company including the

directors; Questionnaire and personal interviews have been used to collect data, it reached several conclusions: Namely the environmental monitoring and intelligence competitive active role in the growth of organizations and their competition by building core capabilities of the company's help in sustaining competitiveness and superiority over its competitors.

Elwey (2011) study on the role of information technology in the development of capabilities intrinsic exploratory; a questionnaire was (43) members (the general managers and directors of departments in the four industrial companies histological: For Leather, and Sufism, cotton, Carpet manual) it shows that.

There is a significant correlation between information technology and core competencies and variables. Radi (2012) studied the substantive impact capabilities in developing new products by conducting a test on (19 samples lab) Men lab Wear directors/ Najaf showed that technological capabilities have a positive impact on developing new products and on interacting between technological and marketing of new products. Nayef (2012) studied learning organization in the context of the integration of knowledge management processes and core capabilities, applied on (7) of the associated circuitry in the Ministry of Science; (150) researchers concluded that there is a high level in preparation for the construction of the Ministry of education, to invest processes knowledge management. Dacey (2012) studied the role of knowledge management in achieving competitive advantage in the Syrian government banks. The sample (54) respondents, directors of senior management (director general, assistant general manager) working in (6) state banks. The study indicates that there is a significant relationship between knowledge management and competitive advantage (54.6%). Abdul Hamid (2012) studied the strategic vision of intellectual capital and its role in achieving competitive advantage. A questionnaire on 50 workers in the telecom sector in Vodafone Egypt Telecommunications revealed that intellectual capital is the main pillar of the building in general and excellence organizations, in particular, economic progress, and the dimensions of intellectual capital with a positive impact in achieving competitive advantage. Mohammed (2013) the role of knowledge management processes in building core competencies, in Kufa University; the study on (38) from a campaign certificate of doctoral and master used a means statistical the results reached by no relationship and the impact of statistically at level (0.05) between the processes of knowledge management capabilities and all the essential variables. Algebra (2013) did an analytical study on the fundamental success factors strategic relationship capabilities and their impact on the effectiveness of the banking credit- decisions for a sample consisting of (37) banks after an analysis revealed that there is no significant correlation between the core capabilities and strategic factors of success and credit banking. Baghdadi, Atawi (2013) the effect of core competencies in the marketing pioneering. It was done on

managers in the province of Najaf. The search community (959) company operating, selected randomly (105) managers, a sample proportion of (11%); The study concluded that the companies did not set specific targets to understand new ideas about the personnel involved or about its customers. Salman (2014) estimated the fundamental human and its role in achieving organizational excellence, analytical study the sample is composed of (90) members of the (director general, assistant general manager, head of the Division) in the Ministry of Construction and Housing companies, the Statistic showed number of results perhaps the most prominent of a correlation effects between human capabilities and organizational excellence relationship. Alkarewty, (2014) studied the role of social responsibility in achieving competitive advantage in Zain telecommunication Firm. A questionnaire on (175) (managers and employees) found the existence of a statistically significant effect of each of (customer focus, attention to solving social problems, concern for the environment, and contribution to the support of development plans). Kazem & Ubed Muxeef (2015) an empirical study in the private banking sector employees in (Najaf) on the core competencies& strategic renewal relationship it was composed of (40) Managers, and the Vice President; (47) in a bank of Babylon, the statistics showed a correlation between the variables of the study interpretative capabilities intrinsic and response study.

METHODOLOGY

The study took the descriptive approach. Sample of the study is represented by 40 private banks from the total of 43 banks it has been created in (2008), and 207 questionnaires form have been distributed to all managers in the banks and 207 valid form have been restored for analyzing relationships, impacts and contrast have been analyzed using SPSS V.18. And these are some of the names of the private banks in Erbil. Bank of Dar as Salaam, Turkish Bank of Asia, Abu Dhabi Islamic Bank, Al Baraka Islamic Bank, Sumer Iraqi bank, Tigris and Euphrates Bank, Agricultural Bank of Turkey, Bank of Baghdad, Bank of Mosul, Bank of Beirut and Arabic countries, Islamic cooperation Bank, The Iraqi Investment Bank, The National Bank of Iraq. Union Bank, Commercial Regional Bank, Gulf Commercial Bank, Bank of the economy, Bank across Iraq, the Islamic Bank, Byblos Bank of Lebanon, Investment Bank of ashore, Credit Lebanese Bank.....etc.

ANALYSIS AND RESULTS

Description analyses

Table (1) shows the distribution of respondents by gender. The male ratio is 67.15%, while the female rate is 32.85%.

Table 1: Distribution the respondents according to gender

Gender	frequency	percent
Male	139	67.15
Female	68	32.85
Total	207	100

Table (2) shows the distribution of categories of respondents according to age. It is clear that the category of 31-40 years ranked first with 37.20%, while (51) and more ranked last with 12.08%.

Table 2: Distribution of the respondents according to age

Age	frequency	percent
21 – 30	71	34.30
31 – 40	77	37.20
41 – 50	34	16.42
51 - more	25	12.08
Total	207	100

Table (3) shows the distribution of respondents by title career shows that the proportion of branch managers represents the largest proportion, followed by accounting manager and then the director of customer services which ranked last.

Table 3: Distribution of the respondents according to Career title

Career title	frequency	Percent
Branch manager	40	19.32
Accounting manager	39	18.36
Assistant manager	38	18.84
Director of administration	20	9.66
Credit manager	23	11.11
Customer service manager	6	2.90
Relationship manager	24	11.60
Remittance manager	17	8.21

Table (4) shows the distribution of respondents by years of total services shows that the service category (6-10 years) has a more occupied ratio increase of 35.75%, while the category of years (16-20) occupied the lowest value of (7.25%).

Table 4: Distribution of respondents by years of total services

Years	frequency	percent
5 – less than	53	25.60
6 – 10	74	35.75
11 – 15	30	14.50

16 – 20	15	7.25	Table 4...
20 - more	35	16.90	
Total	207	100	

Table (5) shows that the distribution of respondents by years of service categories banking and proves that category (6-10 years) ranked first, reached a percentage of (35.75%), while the occupied category (16-20 years) has been ranked last, which represented (7.25%).

Table 5: Distribution of the respondents according to Years of service in the banking system

Years	frequency	percent
6 – 10	74	35.75
11 – 15	30	14.50
16 – 20	15	7.25
20 – more	35	16.90
Total	207	100

Table (6) shows the distribution of respondents by years of service and the current can be seen in the five years or fewer categories ranked first and amounted as percentage of (62.08%).

Table 6: Distribution of the respondents according to Years of service in the current position

Years	frequency	Percent
5 – less than	130	62.80
6 – 10	59	28.50
11 – 15	9	4.35
16 – 20	6	2.90
20 – more	3	1.45
Total	207	100

Table (7) shows that graduates of the bachelor occupy first as a percentage of (70.05%), while the PHD graduates occupied the last rank and has reached the proportion (2.90%).

Table 7: Distribution of the respondents according to academic achievement

Academic	frequency	Percent
High school	8	3.86
Diploma	19	9.18
High diploma	10	4.83
Bachelor	145	70.05
Master	19	9.18
PhD	6	2.90
Total	207	100

Regression analysis

The purpose of determine influence core competencies as a variable independent and competitive advantage as the dependent variable is to learn the effect of each factor of the core competencies of other factor and to find out how much the total variation in the dependent variable by independent variables.

Table 8: Effects the core competencies for competitive advantage

Model	R	R Square	R Square Change	F	Sig.
Core competencies	0.854	0.730	0.730	553.314	.000

Table (9) shows the distribution of respondents, depending on the degree of their agreement on the paragraphs of core competencies in the way of the arithmetic mean and standard deviation, to find the standard value of the three categories of high and medium category and low, by collecting the arithmetic average deviation standard, time to find groups of high, lack of deviation from arithmetic mean to find groups of low.

Lower numeric value=57 Largest numeric=120

Mean = 95.74 Std. Deviation = 12.46

It is clear that the degree of agreement of respondents generally on core competencies average tends to rise. That's the reason why the paragraphs of the core competencies are important for the answers respondents.

Table 9: Core competencies

Core competencies		Frequency	Percent	Average value
Low	Less than 83.28	33	15.94	75.12
Medium	Between (83.28–108.2)	135	65.22	96.103
High	More than 108.2	39	18.84	111.97
Total		207	100	

Table (10) shows that the largest proportion of respondents came on agreement on the paragraphs within the middle class in general and it is evident from the table that learning a paragraph organizational learning came first reaching the relative importance of the average agreement paragraphs (83.75%) but technology management came in the second important relative to the average (82.18%) the paragraph either the human capital paragraph ranked last reaching the relative importance of the average degree of agreement (77.85%) may return the cause of the occupation of organizational learning ranked first in the paragraphs of core competencies intrinsic to the organizational administrative processes in the banking system

because the presence of technology and human capital without organizational learning is an acute shortage in the bank management, which includes all planning processes.

Table 10: Paragraphs of core competencies

Paragraphs		Frequency	Percent	Average value	Mean&Std . Deviation	Relative importance	Ranking
Organizational learning	Low(Less than27.67)	31	14.97	24.83	M= 31.72 SD= 4.12	%83.75	First
	medium (27.67-35.84)	134	64.74	31.61			
	high (More than35.84)	42	20.29	37.16			
Technology management	low (Less than28.13)	30	14.50	24.36	M= 32.87 SD= 4.74	%82.18	Second
	medium (28.13-37.61)	159	70.53	33.70			
	High(More than37.61)	18	14.97	39.72			
Human capital	low (Less than26.01)	36	16.91	22.83	M=31.14 SD= 5.13	%77.85	Third
	medium (26.01-36.27)	144	69.56	31.84			
	High(More than36.27)	27	13.53	38.51			
Mean = 88.16		Std. Deviation = 10.92					

Table (11) shows the distribution of respondents on the degree of their agreement on the competitive advantage through the standard value high- and medium category and low from the table that the average score of their agreement in general tends to rise as shown in the table.

Table 11: Competitive Advantage

Competitive advantage		Frequency	Percent	Average value
Low	Less than 77.24	31	14.97	70.38
Medium	Between(77.24–99.14)	142	68.60	88.38
High	More than99.08	34	16.43	103.47
Total		207	100	

Table (12) shows the distribution of respondents on the degree of their agreement to each paragraph of competitive advantage and can be seen from the table that paragraph speed occupied the first place with 82.48%, while the paragraph quality ranked second among paragraphs worth 80.52%, while the paragraph cost has occupied the last place with 78%, and back the cause of the occupation of a paragraph-speed first within paragraphs to being a fundamental process in customer satisfaction and gives prestige and confidence to the bank and the speed of discharge of banking experience and demonstrates the organization in providing banking services to clients.

Table 12: Paragraphs of Competitive advantage

Paragraphs		Frequency	Percent	Average value	Mean.&Std. Deviation	Relative importance	Ranking
Quality	low (Less than17)	25	12.10	14.2	M =20.16 SD = 3.16	%80.52	Second
	medium (16.96 – 23.29)	166	80.19	20.56			
	High(More than23.32)	16	7.71	25			
Costs	low (Less than16.43)	32	16.46	15	M =19.44 SD = 3.01	%78	Fourth
	medium (16.43-22.45)	153	73.91	19.72			
	High(More than22.45)	22	10.63	24.54			
Speed	Low(Less than17.71	32	15.46	15.59	M =20.62 SD = 2.91	%82.48	First
	medium (17.71-23.53)	140	67.63	20.78			
	high (More than23.53)	35	16.91	24.6			
Innovation	Low(Less than23.74	32	15.46	20.65	M =27.97 SD = 4.23	%79.91	Third
	medium (23.74-32.2)	146	70.53	28.39			
	high (More than32.2)	29	4.01	33.93			

M=Mean=27.97 SD=Standard Deviation=4.23

Third= It means innovation comes at the third rank

Table 13: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.522	3.071		5.380	.000
	core competences	.748	.032	.854	23.523	.000

T=test.....sig (significant)

Dependent Variable: Competitive advantage

As per Table (14), the purpose of defining the relationship between core competencies and competitive advantage is to find out the effect of each variable of the core competencies and competitive advantage the existence of variables other and arrange those variables contrast and find out how much the estimators core were used, which could be on the way to determine the relationship between the core competencies and inter independent factors of organization learning technology management human capital. The calculated value (f) (553.314) which indicates the presence of a very significant relationship "between the core competencies and inter independent factors.

Table 14: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	17932.510	1	17932.510	553.314	.000 ^b
	Residual	6643.906	205	32.409		
Total		24576.415	206			

Dependent Variable: Competitive Advantage. Predictors: (Constant), Core Competencies.

Table (15) shows the effects of the core competencies in competitive advantage shows that the core competencies of the relationship model variables, namely, (organizational learning, technology management, human capital) and indicates the table that increases the degree of agreement of respondents and one unit lead to an agreement to increase the competitive advantage and increase the degree of organizational learning and one unit leads 0.586. and 0.586 to increase the competitive advantage of the variation took place in the competitive advantage caused to a paragraph organizational learning back, although the change in the organizational learning and technology management together leads to increase competitive advantage, although the value of 0.654 , 0.068 of which happened in the competitive advantage caused by organizational learning and technology management. A change in the all leading to increase competitive advantage worth 0.736 and the value of 0.082 variation in the competitive advantage caused by each of the three variables.

Table 15: Step-wise Regression analysis among Paragraphs

Model	R	R Square	R Square Change	F	sig
Organizational learning	0.765	0.586	0.586	289.685	.000
Organizational learning& Technology management	0.808	0.654	0.068	192.403	.000
Organizational learning& Technmanagement & Human capital	0.858	0.736	0.082	188.461	.000

Table 16: Coefficients^a

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	23.868	3.809	.765	6.266	.000
Organizational learning	2.026	.119		17.020	.000
2 (Constant)	17.776	3.622		4.908	.000
Organizational learning	1.346	.153	.508	8.787	.000
and Technology management	.842	.133	.366	6.325	.000
3 (Constant)	17.008	3.172		5.362	.000

Table 16...

Organizational learning	.834	.149	.315	5.609	.000
and Technology	.497	.124	.216	3.997	.000
management and human capital	.910	.114	.428	7.951	.000

Predictors in the Model: (Constant), V18 and Predictors in the Model:(Constant),V18,V27, Predictors in Model:(Constant),V18,V27,V36

Table (17) indicates a positive correlation interpretation of the relationship between the core competencies as an independent variable on the competitive advantage as a dependent variable. And it really comes out of the table that there is a correlation between any positive changes occurring in the core competencies will affect the competitive advantages.

Correlation Analysis

Table (17): Effects the core competencies for competitive advantage

1. Correlations between the core competencies and competitive advantage

Independent Dependent	Core competencies		
	Competitive advantage	Correlation	P-value(0.000)**
		0.854**	

N = 207

Table (18) clarifies the interpretation of the relationship between the core competencies passages linking the competitive advantage and shows that there is correlation between each paragraph of the core competencies on competitive advantage, as shown in the table.

Table (18): Correlations between the Paragraphs of core competencies and competitive advantage

Independent Dependent	competitive advantage		
	Organizational learning	Technology management	Human capital
	Correlation	0.765*	P-value(0.000)**
	Correlation	0.723*	P-value(0.000)**
	Correlation	0.792*	P-value(0.000)**

Hypotheses Testing

Hypothesis one:

H0: There is a negative Relationship between organizational learning and competitive advantage.

H1: There is a positive Relationship between organizational learning and competitive advantage.

Hypothesis two:

H0: There is a negative Relationship between technology administration and competitive advantage.

H1: There is a positive Relationship between technology administration and competitive advantage.

Hypothesis three:

H0: There is a negative Relationship between human capital and competitive advantage.

H1: There is a positive Relationship between human capital and competitive advantage.

According to the above three hypotheses (H0) is negative but after the statistical analysis (H1) appeared positive for three hypotheses for these reasons (H0) was rejected and (H1) was accepted as shown in the tables number: 14, 15, 16,17,18.

CONCLUSION

This study shows that the statistical analysis of the personal characteristics of the majority of managers in the private banks in the city of Erbil that the males have more opportunities than females. Reconstruction centered majority of young managers and medium-sized banks surveyed among young and middle-class reconstruction that is what harms the ability of these banks to the employment of the core capabilities available to them to achieve competitive advantage. The results of the statistical analysis show that the majority of managers in the surveyed banks have sufficient experience. The results demonstrated that the function of the branch manager, a job title of the most present in the surveyed banks and this is evidence that these banks need the appropriate function with the reality of its activities. Depending on years of service, the results show the most of the surveyed managers in few banks fit with age in private banks due to the emergent need to their services. It is clear that the vast majority of managers are university graduates and this property is consistent with the work of the surveyed banks requirements. The results revealed an average level of variable core capabilities and dimensions community and as single group with a good degree of harmony in the responses of the respondents' answers to members. As findings revealed that the description and diagnosis

after organizational learning which comes first ranks among estimators core dimensions to achieve competitive advantage. The results of the description and diagnosis of variable competitive advantage removes a degree of harmony in the good members of respondents' answers.

The results revealed that the description and analysis the dimension of speed in the competitive advantage is ranked first.

In terms of the link, statistical analysis results revealed that there is a correlation between the core competencies and competitive advantage on macro and micro level. This proved multiple regressions demonstrated a significant effect of core competencies and competitive advantage dimensions significant and substantive of a community of a single either by the results of the analysis of variance results that don't have a statistically significant difference between the respondent's core competencies dimensions and competitive advantage on particularities.

As well as the positive relationship after a statistical analysis shows that there is a direct and positive correlation between competitive advantage as the dependent variable and core competencies as an independent variable as explained in the table; we deduce of the table that making any positive change in the core competencies will affect the competitive advantage.

As well as the positive relationship after a statistical analysis shows that there is a direct and positive correlation between competitive advantage as the dependent variable and core competencies as an independent variable as explained in Table (17).

RECOMMENDATIONS

Nowadays economic stagnation affected all banks except government or private banks affected the movement of customers and the lack of deposits and letters of guarantee. The reason for the private banks in Iraq is ineffective and does not play a role in the development of the Iraqi economy and the activating investment from all aspects of architecture, agriculture and health as it is currently only practicing money transfers through the purchase of the dollar through the Central Bank to recommend that all fields open under the conditions and instructions of the practice of all the banking business of letters , credit, letters of guarantee and all related to the promotion and advancement of the economy in the country.

In addition, we recommend focusing attention on national banks, providing cooperation and coordination between private and government banks, raising customer satisfaction by providing banking services, and focusing on efficiency courses for bank employees to achieve outstanding performance in the field of activities

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